



TERRY L. STEWART - DIRECTOR

SEPTEMBER - 2002

Inmate Program Plan: Revolutionizing Inmate Management

The Arizona Department of Corrections is in the process of implementing perhaps the most comprehensive inmate management strategy anywhere in this nation. Called the "Inmate Program Plan," or "IPP," the strategy calls for the accountability of inmates in terms of programs related to assessed needs and even personal time on a schedule that structures the inmate's time 24 hours per day, seven days a week.

We've all heard the old adage, "You can lead a horse to water, but you can't make him drink."

Well, there's a new adage: "You can lead a horse to water and, if you tether it there long enough eventually it will. . ."

Those were the words used by Arizona Department of Corrections Deputy Director Charles Ryan to describe inmate compliance under the Department's IPP. Based programmatically on the "four legged stool" concept coined by Director Terry L. Stewart and consisting of work, education, substance abuse treatment and spiritual growth, the strategy links inmate compliance and participation to higher paying jobs and even classification to lower levels of custody.

Since the IPP began as a pilot project at ASPC-Eyman's Meadows and Winslow's Coronado Unit 18 months ago, it has been proven successful in maximizing



A Correctional Officer checks an inmate's pass.

the Department's use of available resources; enhancing the safety of staff; reducing the

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100 Club Assists ADC Staff

At the recent State Employees Charitable Campaign kickoff luncheon, Director Terry Stewart encouraged Arizona Department of Corrections employees to donate to the 100 Club during this year's campaign.

"I believe all of the charities SECC contributes to are worthy causes, but the 100 Club does so much for our employees," said Stewart.

The 100 Club, an organization in our state assists surviving families of law enforcement officers and firefighters that have



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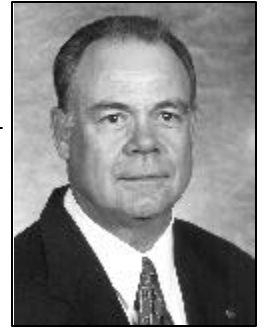
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DIRECTOR'S PERSPECTIVE

by Terry L. Stewart



Maintaining Our Resolve Following September 11

The September 11 attacks in New York, Washington and Pennsylvania struck a heavy blow to our nation's psyche. The aftermath of that terrible day continues to have a ripple effect on our economy as well as continuing efforts to ensure domestic security.

In spite of the geographical distance of last year's tragedy, Arizona Department of Corrections employees were not immune to its devastating impact. It seemed like we all knew someone, either a family member or friend, who were in harm's way. Even if we did not personally know anyone, the staggering loss of life became very real to each one of us and has forever changed our lives.

Since September 11, America's patriotic spirit has resurfaced into countless examples of charity and selfless action. Arizonans came to the aid of their fellow citizens by standing in long lines to donate blood, give generously either through money or volunteering their time. Our ADC personnel who were on military reserve were called into action to secure our airports and other installations.

In our state we have experienced an ongoing economic slowdown that created a \$930 million deficit last year and according to projections will mean further deficits this year and possibly in the years to come. The current deficit means that state agencies have begun planning for spending cuts of 10 percent. As of now, our Department has been spared from the 10 percent budget cuts but we still have to expect the cuts will affect us in some manner.

As the state prepares for another round of budget cuts, we as citizens will feel critical deficiencies in such areas as health care, court services, judicial systems, motor vehicle offices, domestic violence services, child care and child protective services. Public service agencies that depend on state dollars will be severely impacted.

Even in our darkest hour, our employees have experienced a tremendous bond of honor, generosity and courage that is reflected in your service to this Department and your country.

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Inmates working on their educational needs.

number of major inmate disciplinary violations and increasing inmate accountability. Actual data was collected, analyzed and compared to non-IPP units. Results demonstrated improved inmate accountability and participation where the IPP was tested. Based on those results, Director Terry Stewart has authorized the continuation of the program at those units and will be expanding it to ASPC-Yuma's Dakota Unit, ASPC-Tucson's Santa Rita, ASPC-Perryville's Santa Cruz and the entire ASPC-Lewis complex over the next three to six months. Unit by unit, the Department plans on implementing IPP across the state.

"If inmates lives are programmed and structured 24 hours a day, they are less likely to engage in illegal or nonproductive activities during their period of incarceration," said Ryan. "By keeping inmates productive, the Department not only enhances the safety of staff and inmates, it also provides every opportunity for inmates to learn self-discipline and personal accountability. These values may help

inmates re-enter into the community."

Inmates who are non-compliant will suffer consequences for not participating in a program. Inmates who don't enroll and address their educational, work, substance abuse, and other programming requirements will not earn placement in higher paying jobs within the prisons. Successful participation and completion of mandatory literacy and a High School Diploma or GED are pre-requisites to being assigned to inmate jobs that pay above the lowest wages under the inmate "Work Incentive Pay Plan" (WIPP).

Under the guidelines of the IPP, an inmate is assigned a Correctional Officer III within three days of his arrival. Together, they discuss the inmate's file and compose a plan for his or her time while incarcerated. The plan is then assessed by a committee of prison officials who determine the inmate's educational, vocational, substance treatment and work programming needs. The committee "matches" the needs of

inmates to the best suitable classes, jobs and programs that are available within the prison. Based on this criteria, the inmates 24 hour schedule is established.

The inmate schedule is entered into a computer database that relays his or her assignments to a Master Pass System. The Master Pass is a system that controls the movement of inmates at all times, prevents "unauthorized" inmates from moving freely throughout the prison yard. Inmates are required to carry a computer generated pass for all of their movements. Since the passes are computer generated, they are extremely difficult to forge.

Correctional Officers within ADC are optimistic that the IPP will play a significant part in the enrollment and completion of programming opportunities for inmates, will result in fewer disciplinary violations and will have a positive effect of reducing the number of assaults against employees. Inmates are required to produce a pass for all of their movements. By checking inmate passes, staff can easily recognize if inmates are in the right place and the right time.

"If inmates are held accountable for 24/7, then this inmate management and programming strategy has as much to do with the safety and security of the prisons as the fence and cells themselves," said Mr. Ryan. The paradigm shift in the operation of a prison will be determined by the employees as we move forward with this approach."

According to Mr. Ryan, empirical data from the pilot project suggests the inmate program plan is a practical and viable approach to not only managing a constantly growing and overcrowded prison population, but also effectively delivering programs services to the inmate population.

100 Club - continued from page 1

been killed or seriously injured in the line of duty, by providing immediate financial support to surviving families and offering financial advice. Their coverage extends to all firefighters and sworn peace officers, including correctional officers.

"My husband was the bread winner and the caretaker of the family. When he died, I didn't know what to do. Then one day, a stranger shows up at my door and hands me a check for a

considerable amount of money. It was the kind of help I could expect from relatives and family, but I never thought people I didn't know could care enough to give my family money and help us through such devastating time," said Sharon Knutson-Felix, the former wife of a Department of Public Safety Officer and Executive Director of the 100 Club.

The 100 Club began in 1968 with the death of a Phoenix police

officer. Since then, the organization has grown to 950 members. The 100 Club has supported the families of 101 police officers, corrections officers and firefighters who were killed in the line of duty and hundreds who have experienced serious injury.

If you would like more information on the 100 Club call (602) 485-0100 or visit them at their web site: <http://www.100club.org/index.htm>

Arizona Department of Corrections

Safford Deputy Warden on EHE Board

Deputy Warden Berry L. McMacken of ASPC-Safford, Graham Unit has been appointed to the Board of Directors for Employees Helping Employees, Inc. (EHE).

McMacken began her community service activities at ASPC-Florence. She credits her drive and motivation for fund raising to the Cordova family women at Florence Complex, D.W. Blaine Marshall of Eyman Complex, Karen Pulley of Phoenix Complex and Virginia Strankman and Sally Delbridge in the Director's Office. Their motivation and skills gave D.W. McMacken the knowledge and drive to work on the Law Enforcement Torch Run for Special Olympics, the State Employees Charitable Campaign and now Employees Helping Employees.



ASPC-Safford Deputy Warden Berry McMacken

"I got involved with EHE because it is one of the many tools that can be utilized to improve the quality of work life for our staff. It is difficult for a staff member to be focused on work

while going through a financial crisis," said D.W. McMacken.

EHE is a nonprofit corporation founded to financially help public service employees who have suffered a severe hardship that could not have been planned or anticipated. The organization is a resource intended to benefit those employees who fall into a gap, which there is no help available from other community social service agencies. EHE is the last resort for an employee who has exhausted all other possibilities.

For information concerning EHE you can call Deputy Warden Berry McMacken at (928) 428-4698 ext. 2200 or download an EHE application at www.azehe.org.

ASPC-Tucson Helps Build Homes

by Alexandra Benlein, Executive Staff Assistant, ASPC-Tucson

As part of Habitat for Humanity Tucson's Building Freedom Day on September 11, 18 staff volunteers and a cleanup crew of inmates from the Arizona State Prison Complex-Tucson lent a hand and helped build 11 houses for the Tucson community.

Despite the heat, the staff participants were excited about their role in building affordable housing for the community.

Deputy Warden Therese Schroeder said, "It was rewarding to have my family participate in a positive community event."

Schroeder and her two children participated in the event.

CO IV Donna Torberg said, "It was a great time, I actually got to help build a house — hand-in-hand with my community."

"The program is not just for inmates but for all of us at the Arizona State Prison Complex-Tucson," said Warden Charles Flanagan, who recently was named to the Habitat for Humanity Tucson Board of Directors. "It gives us an opportunity to clearly demonstrate that we are a viable and active part of the Tucson community."

In a partnership with Habitat for Humanity, Tucson and Pima Community College, Department of Corrections inmates have already built three homes at the ASPC-Tucson site, which were shipped off to Habitat for Humanity. The program not only provides homes for the community's



Inmates and ASPC-Tucson staff build homes for the community

underprivileged, but also provides valuable training in construction trades for inmates. A new work agreement will help continue such efforts by allowing prisons to send construction crews of inmates and supervisory staff to work sites outside of the prison grounds.

ons Community Involvement

Staff Housing Park Being Constructed

by Kathleen Manning-Chavez, ASPC-Eyman, Training Officer

What was once an empty lot for parking cars and storing boats is now taking the shape of a playground for the children of ASPC-Eyman and Florence staff.

The playground will house about \$4,000 worth of equipment, including two large swing sets, a slide, seesaw and a net climber. A cement foundation was recently poured for a basketball court. Also, Warden Charles Goldsmith of ASPC-Eyman Complex indicated there are future plans for some landscaping, complete with trees.

"All children need a safe place to play. It is one of the main reasons for the construction of a new playground within the staff housing area for Eyman and Florence complexes. It will



Inmates constructing the stone wall that will soon surround the staff housing park.

provide a place in which the children of our staff could play in a productive and safe manner," said Warden Charles Goldsmith

Both Eyman and Florence are sharing the cost of the playground and the labor is being provided by inmates from Florence West. The rocks were donated by the Army National Guard at the Army Guard Military Reservation in Florence.

Anna Ellsworth, an accounting technician at Eyman who recently moved into staff housing with her two children, said, "We take walks every night. If we have a park, we'd be safer. If people could interact there, it would be more of a community."

Heidi Robinson, who has been living in staff housing for more than seven years, said, "I don't see why it wouldn't be a benefit. When my nieces and nephews visit, it will be a nice asset to have and it's safer than the

"All children need a safe place to play. It is one of the main reasons for the construction of a new playground within the staff housing area for Eyman and Florence complexes," said Warden Charles Goldsmith of ASPC-Eyman.

kids going to the park in town because they have to cross a highway."

The park, approximately three-quarters of an acre, should be completed by the end of year. Construction of the park began in July.



ADC Veteran Returns to Run COTA

A veteran correctional administrator is returning to the Arizona Department of Corrections to manage the agency's training academy.

Director Terry Stewart named John Hallahan, 50, as Commander of the Correctional Officers Training Academy (COTA) in Tucson.

"John Hallahan's vast experience in corrections has definitely prepared him to provide the necessary leadership at COTA in the areas of professional and program development, as well as fiscal management. He will certainly be an asset to the Department of Corrections as our new COTA Commander, just as he was in his prior employment with us," said Stewart.

Hallahan has 28 years of experience in corrections, with 26 years in the ADC. He has served the Department as a correctional officer, program

officer, associate deputy warden, deputy warden, warden and region operations director. Mr. Hallahan was Warden of two of the Department's major prison complexes: the Arizona State Prison Complex-Douglas from 1990 to 1996, and the Arizona State Prison Complex-Tucson from 1996 to 1999. He was promoted to Southern Region Operations Director in 1999 and was responsible for administrative leadership for five wardens managing prison complexes in Douglas, Safford, Yuma, Buckeye and Tucson.

For the past two years, Mr. Hallahan served as Warden for the Black Mountain Correctional Center in Kingman, Arizona, a private prison operated by Dominion Correctional Services.



New COTA Commander John Hallahan

Strategic Planning and Budgeting Hires Planner

To help facilitate the planning, analysis and reporting process for all ADC strategic planning efforts, Paul Way has been hired as a Strategic Planner in the Office of Strategic Planning.

As a Strategic Planner, he works to guide and assist with the development of plans for the strategic alignment of programs and overall direction for the Agency; provides analysis and benchmarking efforts for business evaluation and improvements; develops and delivers statewide strategic planning training and works on special assignments and projects for the OSPB Administrator.

Mr. Way culminated over 22 years of honorable service, and retired from the U. S. Air Force as a Master Sergeant in October 2001. While in the Air Force, Way served in a variety of operational and

administrative positions, providing leadership and management at various locations around the world. He performed duties in the Survival and Rescue Operations arena for 14 years; six months at the Defense Language Institute in Monterey, California studying to be a Russian translator in the Strategic Arms Reduction Treaty Program; three years as a Technical Writer and Chief Systems Analyst and five years as a Management and Organization Analyst, eventually retiring at Luke Air Force Base, Arizona.

Paul earned a Bachelor's Degree in Business Administration from Wayland Baptist University, and two Associate of Applied Science Degrees from the Community College of the Air Force; one in Personnel Administration, and the



Central Office Strategic Planner Paul Way

other in Survival and Rescue Operations. When asked why he thinks strategic planning is important to the ADC, he summed it up in one short sentence. "People do not plan to fail... they simply fail to plan".

Perryville Awards Perfect Attendance

by Cindy Neese, Executive Staff Assistant, ASPC-Perryville

Earlier this year, ASPC-Perryville implemented a program to reduce the number of staff calls by creating a system that rewards good attendance.

Under the Positive Attendance Token program, an employee will receive a Positive Attendance Token Certificate after completing a month of perfect attendance, and the unit with the highest percentage

of attendance wins a staff barbeque.

Staff are allowed to collect PAT certificates. With the first quarter of perfect attendance, an employee will receive a letter of appreciation from the Warden, with two quarters of perfect attendance, a gift certificate for lunch, three quarters of perfect attendance entitles the employee to a gift certificate and one year of perfect attendance, pending final approval,

the employee receives a recognition day off and is submitted for a Quest Award. The reward system is funded through the ASPC-Perryville Employee Club. Staff are very receptive to this new program and are enjoying the benefits.

To date, the program has been very successful. The statistics show that sick calls have decreased approximately 20 percent.

Employees On the Move Promotions

Ronald Mayer, Sergeant, Perryville
Michael Jerome, Sergeant, Perryville
Jorge Garcia, Sergeant, Perryville
Lisa Thomas, COIII, Perryville
Ronald James, Sergeant, Perryville
Kristopher Haas, Sergeant, Perryville
Dewayne Russell, COIII, Perryville
Jason Costello, Sergeant, Perryville
Davide Fields, Sergeant, Perryville
William Founds, Sergeant, Perryville
Jason Brian, Phoenix, COIII
Mercy Duran, Corr. Records Tech, Phoenix,
Oldlys Hinds, Corr. Records Tech, Phoenix
Mannta Hudson, Sergeant, Lewis
Joseph Hannaford, Sergeant, Lewis
Curtis Steger, Sergeant, Lewis
Michael Fisher, Sergeant, Lewis
Vahnita Munoz, Sergeant, Lewis
Latroy Campbell, Sergeant, Lewis
Raul Lopez, Sergeant, Lewis
Karen Nelson, Sergeant, Lewis
Anthony Lopes, Sergeant, Lewis
Edwin Orr, Sergeant, Lewis
Michael Iovino, Lieutenant, Lewis
Rod Fleishman, Lieutenant, Lewis
Kristie Horn Admin. Sec. I, Lewis
Leisure Wilkins, COIII, Florence
Tom Lego, Sergeant, Florence
Gregory Case, Lieutenant, Florence
Darin Flanagan, Sergeant, Florence
Michael Apodaca, Sergeant, Eyman
Cheryl Travis, Sergeant, Eyman

Kelly Pierce, Captain, Eyman
Frederic Hirsch, Sergeant, Eyman
Roger Hiestand, Sergeant, Eyman
Richards Havens, Sergeant, Eyman
Oscar Favela, Sergeant, Eyman
Brandi Matthews, Sergeant, Eyman
Gilberto Robles, Lieutenant, Eyman
Robert Nutter, Sergeant, Eyman
Stacy Johnson, COIV, Eyman
Crystal Lamb, COIV, Eyman
Scott Wilson, Sergeant, Eyman
Joseph Sutton, Sergeant, Eyman
David Eagles, Sergeant, Eyman
Bruce Miller, Sergeant, Eyman
Christopher McGovern, Sergeant, Eyman
Julio Carrasco, Sergeant, Douglas
Sandra Walters, Sergeant, Douglas
Irene Briseno, Sergeant, Douglas
William Malarkey, Sergeant, Douglas
Stacey Dunaway, Sergeant, Douglas
Michael Verrett, Sergeant, Douglas
Paul Martell, Sergeant, Douglas
Jesus Hughes, Sergeant, Douglas
Dana McCrory, Lieutenant, Douglas
Robert Sigona, COIII, Douglas
James Ivie, Captain, Safford
James Bahn, Captain, Safford
Richard Johnson, COIV, Safford
Deborah Ivie, Sergeant Safford
Wayne Mooney, Sergeant, Safford
Misty Briggs, COIII, Safford
Ernest Garcia, COIV, Safford

Vincent Cervantez, COIII, Safford
Daniel Town, Sergeant Safford
William Warren, Captain, Safford
Adam Bradley, COIV, Tucson
Eric Abt, COIII, Tucson
Jose Bermudez, COIII, Tucson
Thomas Mcgrath, Lieutenant, Tucson
Warren Voight, Lieutenant, Tucson
Eric Severson, Captain, Tucson
Richard J. Paterson, Lieutenant, Winslow
Jackson Jessop, Sergeant, Winslow
Russell Belew, Sergeant, Winslow
Paul Gallucci, Sergeant, Winslow
John P. Gardner, Sergeant, Winslow,
Kia Lynn K. Smith, Sergeant, Winslow
Ronnie Lee, Sergeant, Yuma
Carlos Valenzuela, Sergeant, Yuma
Cathy Shaffer, COIII, Yuma
Carlos Almanza, COIII, Yuma

Retirements

Don McLaughlin, Plant Director, Phoenix,
Jiami Jorquez, Therapist, Phoenix
Mary Soluri, Captain, Lewis
Marvin McCormick, D. Warden, Douglas
Kent Peck, COIII, Safford
Larry Griggs, COIII, Safford
Robert Struck, COII, Tucson

Staff Safety Web Site Gains Support

by Don Brown, Staff Safety Officer

Recently, a demonstration of the Staff Safety Web Site sparked plenty of interest at the American Correctional Association convention in Anaheim, California.

The proposed web site, an initiative of Director Terry Stewart, is intended to bring more attention to staff safety issues in corrections and become a site for critical incident reporting throughout the nation. As

part of this critical incident reporting process, users are asked to identify best practices used to minimize or resolve an incident. As best practices are identified, they can then be shared with other corrections practitioners to the benefit of everyone.

As more and more information is collected, the staff safety web site will become a repository of data that can be used as a resource by correctional

professionals.

Several states have expressed interest in using the secure features offered in this web site as a means of reporting critical incidents from their many locations to their central office, a capability they do not presently have. Other states have indicated that they see the web site as a valuable tool for identifying and improving modern correctional practice.

Keeping Cadets Safe

by Don Brown, Staff Safety Officer

The *Personal Protection* course, a new subject taught at the Correctional Officer Training Academy, is designed to heighten personal safety awareness of correctional employees.

The course stresses being aware of surroundings, formulating a personal security plan for home and work, utilizing the resources and assistance available through the Protective Services Unit (PSU) and using the Staff Safety Hotline.

Personal Protection instructs cadets of the dangers on the job, as well as the hazards of commuting to work. During the course, cadets are advised to wear their uniforms at work only, maintain job anonymity, take security measures at home and roll up car windows and lock car doors while driving.

The soon-to-be Correctional Officers are reminded Security Threat Groups take any opportunity to intimidate or assault ADC employees. STGs do whatever is necessary to gain influence and control in prison, introduce and traffic drugs and extort money or

New Staff Safety Logo



This logo is intended to recognize the invaluable contribution that staff make to staff safety. Staff form the base of the triangle, while Safety and Security form the left and right sides. We would like to thank all those staff throughout the state for their logo submissions - they were all good. The new logo is based on a design submitted by Vincent Funari of Central Office.

favors from inmates or staff. Cadets are instructed to remain vigilant at all times.

Personal Protection is a training course intended to further

empower correctional staff in the ADC workplace. The more basic skills and knowledge that staff have at their fingertips, the safer and easier it is for them to do their jobs.

Director Meets Department Staff



Director Terry Stewart talks to Arizona Correctional Industries staff. Recently, the Director visited with employees of Arizona Correctional Industries to show his gratitude for their hard work. ACI continues to be a money maker for the Arizona Department of Corrections.



Director Stewart shakes the hand of Correctional Officer II Manual Shirley as Warden David Cluff and Deputy Warden Harlan Nelson look on. Recently, Director Stewart visited ASPC-Winslow to hand out Director's medallions, meet with employees and listen to their concerns and answer questions.



Director Stewart visits Information Technology to congratulate them on a job well done. The Network Team spent countless number of hours installing and upgrading network servers. To date, the team has completed projects on time and within the budget.

Eyman Employees Manage the Fleet

by Kathleen Manning-Chavez, Training Officer, ASPC-Eyman

"It's a sea of white with silver trim, black rubber and clear glass. The Eyman Complex Fleet Maintenance has more than 210 licensed vehicles, the largest in the Department of Corrections, and that doesn't include the tractors, forklifts and lawn mowers," said Equipment Shop Supervisor **Pete Rodriguez**.

The assortment of vehicles in the Eyman fleet travel more than 2.3 million miles and use more than 230,000 gallons of gas a year. Many of the autos are driven within the Eyman Complex for perimeter checks, meetings, building repairs, unit visits and mail runs. The Warden and Deputy Wardens are issued a state vehicle and handfuls of employees check out vehicles for trips to the Tucson and Phoenix areas for work-related activities.

Also, the fleet includes an aerial truck for changing lights and making wiring repairs up to 70 feet; gang trucks; a Vulcan that can be used as a dump truck, flat bed, water truck or a tow truck; 49 vans for the Van Pool and a vehicular trash compactor.

"Constant maintenance is done on all of the autos at the complex. We work on 15 to 30 cars a day doing oil changes, tire rotations and balances and twenty car washes a day," said Rodriguez. "Also, there are a lot of

repairs now because the fleet is getting older and it's hard to get new vehicles because of the budget."

Employees at Eyman trust the work done by the vehicle technicians.

"The people here at Eyman are the best," Occupational Health Nurse Rebecca Woodbury said. "I would rather drive a state vehicle than my own while at work because of the safety issue. They do maintenance on a quarterly basis."

Currently, there are two mechanics and several inmates that work on the vehicles.

Mechanics Vincent Rodriguez and Mike Stotler both enjoy their jobs and bring more than 25 years of experience to the Department. Stotler especially enjoys front ends and brakes.

"I've always liked being in mechanics, because my dad did," said Stotler.

The results of their cooperative efforts are evident in the appearance



Eyman Equipment Supervisor Pete Rodriguez working under the hood of a vehicle.

and mechanics of the automobiles at Eyman Complex.

Pete Rodriguez brings the only Automotive Service Excellence certification to ADC. He is a master automobile technician in several areas, including automatic transmissions, suspension and steering and engine performance.

"The job is challenging because of the technological changes. I like tinkering around with them," said Rodriguez. As a child, I would watch my brothers work on motorcycles and hot rods. And watching them got me hooked."

Watch Out for West Nile Virus

by Alison Banks-Conyers, Health Educator II, Health Services

Infected mosquitos and birds may bring the West Nile virus into Arizona within the next year, according to Arizona health officials.

Health officials said the chances of getting sick in Arizona from the West Nile Virus is low, but two viruses very similar to West Nile -- St. Louis encephalitis and western equine encephalitis are already present in Arizona

West Nile virus is not spread from person to person. The transmission of West Nile virus involves several species of mosquitoes and various species of birds.

Most people who are infected with West Nile virus will not develop symptoms. Evidence suggests that a minority of infected persons will develop a mild illness with fever,

headache, body aches and sometimes skin rash and swollen glands.

How to prevent West Nile:

- Drain standing water to avoid breeding mosquitoes
- Be alert for mosquito-breeding areas in your neighborhood
- Be informed, monitor this issue in the news

Do not Forget to Stretch

“I never stretch. I don’t have enough time to stretch, lift weights and do cardiovascular exercise.”

Does this sound like you?

Do not underestimate the benefits of stretching, and make the mistake of thinking something as simple as stretching won’t be effective. Just like eating healthily, strength training and cardiovascular exercise, stretching is a vital part of any exercise program.

Increasing the length of both your muscles and tendons is one of the greatest benefits of stretching. By elongating muscles, you increase the range of movement, meaning your limbs and joints can move further before an injury occurs. For example, if the muscles in your back are tight and stiff, your ability to move is limited. If for some reason your back is bent beyond its’ normal range of movement in a baseball or basketball game this could result in a muscle tear or strain. You can help to prevent this from happening by increasing the flexibility and the range of movement of the muscles and tendons in your back.

While injuries can occur at any time, they are more likely to occur if the muscles are fatigued, tight and depleted of energy. Fatigued, tight muscles are also less capable of performing the skills required for a particular sport or activity. Stretching may help to prevent an injury by promoting recovery and decreasing soreness.

Also, stretching improves muscular balance and posture. If the tissues in your body have adapted poorly to either the effects of gravity or poor postural habits, stretching can help realign soft tissue structures. This will help reduce the effort it takes to achieve and maintain good

posture in the activities of daily living.

Another benefit of stretching is that it increases blood supply and nutrients to joint structures. Stretching increases tissue temperature, which increases circulation and nutrient transport. This allows greater elasticity of surrounding tissues, and increases joint synovial fluid, a lubricating fluid that promotes the transport of more nutrients to the joints.

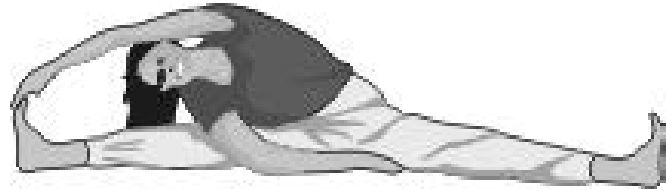
How to stretch

Static stretching, a slow, gradual and controlled elongation of the muscle through the full range of motion, is an effective way to stretch. For the best results, each stretch should be held for 15-30 seconds in the furthest comfortable position. If you start to feel pain, then you are stretching too far.

When to Stretch

You should never stretch a cold muscle. Always warm up 5-10 minutes before stretching, because a warm muscle is much more easily stretched than a cold muscle. Riding a bicycle or walking are great warm up exercises.

Stretching before and after exercise is recommended. Stretching before an activity improves flexibility and reduces the chance of injury. Stretching after exercise ensures muscle relaxation, facilitates normal resting length, increases circulation to joints and tissues and reduces muscle



Do not underestimate the benefits of stretching, and make the mistake of thinking something as simple as stretching won’t be effective. Just like eating healthily, strength training and cardiovascular exercise, stretching is a vital part of any exercise program.

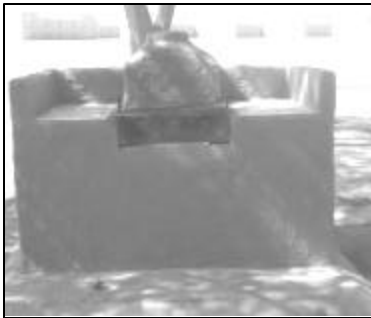
soreness and stiffness.

Flexibility training is one of the key components of a balanced fitness program and should be a part of your exercise routine. You should at least stretch two to three times a week. This will help you perform daily activities better, exercise and play sports more effectively, reduce the likelihood of injury and relieve stress. Stretches should be performed on muscles groups such as shoulders, chest, arms, stomach, back, lower back, hip flexors, quadriceps, hamstrings and calves. Each muscle group should be stretched twice for thirty seconds.

Without flexibility training, you are missing an important part of overall health. Flexibility training provides many important benefits that cannot be achieved by any other exercise or activity.

Perryville Staff is Cooking

by Cindy Neese, Executive Staff Assistant,
ASPC-Perryville



The Santa Cruz Unit's staff barbecue

Working under a tight budget and limited resources, staff at ASPC-Perryville's Santa Cruz Unit turned to the earth's natural resources to enhance their cookouts.

Sergeant Kristian Bryant, Deputy Warden Madeline C. Perkins and Captain Joe Karl drew up a construction plan and formed an inmate work crew to make a barbecue out of mud and grass clipping and a little water. The adobe structure is nearly five-feet-high.

"I learned a great deal during the building process of this barbecue. Several staff members have commented on how the barbecue is a big morale booster," said Bryant.

Corrections Cross-section

The deadline to submit the answers to August's Corrections Cross-Section has been extended to October 10.

Successfully complete the Corrections Cross-section and win Law Enforcement Torch Run merchandise. Correct crossword entries will be entered into a drawing.

To enter, submit the completed puzzle with your name, telephone number and place of employment to Virginia Strankman at Mail Code 441 or 1601 West Jefferson, Phoenix, Arizona 85007.

Look for the answers to the crossword puzzle, the winner of the contest and a new puzzle in October's issue of *Directions*.

Do It Right

By COII Silvia Morales, ASPC-Eyman, Meadows Unit

It was time for late count
all were ready on the yard.
We were assigned to our buildings
it wasn't that hard.

The inmates were sitting on their bunks
somewhat at ease
hoping their faces
would match their ID's.

An inmate was missing
oh hell, where can he be?
As the CO checked twice
Dog one, two and three.

He looked on the bunk
and on to the floor
then he noticed a draft
coming from the back door.

An IMS was activated
the response was quick,
through the perimeter no detection
the inmate was slick.

Warden, Captain, and Officers
are all on alert
a trail of blood proves
the inmate was hurt

He was caught quickly
and put in full restraints
all procedures done correctly
there were no complaints.

Into the hole you go
you no-good louse
it will be a long time
before you're let into a house.

As for the CO
he's been a nervous wreck
wondering if he was thorough
on his last security check

CIU is on the scene
it's gonna be a long night
so when you do a security check
make sure you do it right.